

# Becoming an Effective Mentor

Presented by  
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# MENTORING

**Mentoring is a brain to pick,  
an ear to listen,  
and a push in the right direction.**

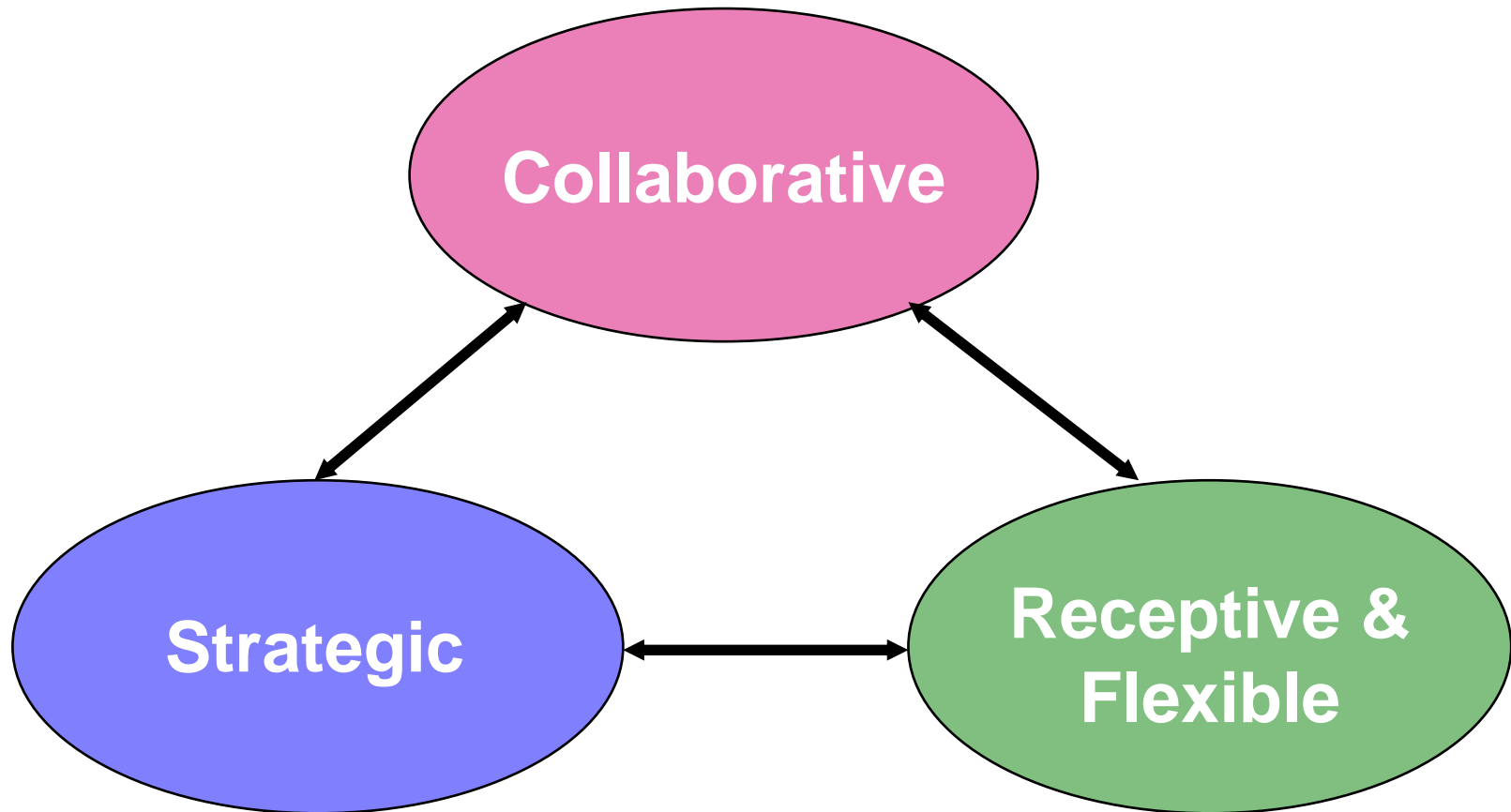
***John C. Crosby***

# SETTING THE CONTEXT FOR MENTORING

**A (mentor) affects eternity;  
(s)he can never tell where or when  
his(her) influence stops.**

**Unknown**

# 3 Dimensions of Mentoring



# Phases of Mentoring Relationships

- ◆ *Relationship* – build trust
- ◆ *Informative* – learn about each other
- ◆ *Facilitative* – explore options/alternatives
- ◆ *Development* – challenge ideas/perceptions
- ◆ *Motivation* – encourage/recognize
- ◆ *Visioning* – foster initiative/independence

# Mentoring vs. Development Planning

## ◆ Mentoring is:

- Voluntary for Mentors and Mentees
- Based on non-reporting relationships
- Aligned with any developmental activities

## ◆ Development planning is:

- Every manager's responsibility
- Based on needed competencies/skills
- Part of employee evaluation process

# What Is a Mentor?

- ◆ **A Mentor is an experienced individual who works with and guides a less-experienced Mentee or protégé.**
- ◆ **A Mentor is a prominent person in an organization who helps future leaders capitalize on developmental opportunities and relationships.**

# Why Be A Mentor?

- ◆ For the satisfaction of having a positive impact on another's professional/personal development
- ◆ To develop and exercise leadership skills and build confidence
- ◆ To create a link with the “next generation”
- ◆ To get a fresh perspective from a Mentee
- ◆ To increase productivity
- ◆ To build better relationships within the organization
- ◆ For recognition from peers and superiors

# What Is a Mentee?

- ◆ **An individual who can benefit from the knowledge and experience of others through an exchange of ideas and lessons learned**
- ◆ **Someone who is guided through a significant learning process**

# Why Be a Mentee?

- ◆ To develop a network of allies to help you with professional/personal challenges in your career
- ◆ To benefit from another's experiences
- ◆ To access networks and opportunities that may otherwise be unavailable
- ◆ To receive lifelong support for career advancement/development
- ◆ To become a good Mentor

# **BUILDING COMMUNICATION SKILLS**

**Really listening and suspending one's own judgment is necessary in order to understand other people on their own terms... This is a process that requires trust and builds trust.**

***Mary Field Belenky***

# Effective Communication Skills

## Enable You to:

- ◆ ***Understand Others*** – to sense their feelings and perspectives and take an active interest
- ◆ ***Focus on Service*** – to anticipate, recognize, and meet another's needs
- ◆ ***Help Others Grow*** – to understand others' developmental needs and bolster their abilities
- ◆ ***Leverage Diversity*** – to cultivate diverse opportunities through many contacts and organizations
- ◆ ***Use Political Awareness*** – to understand and communicate an organization's culture so another can navigate it successfully

# A Skilled Communicator:

- ◆ **Listens**
- ◆ **Empathizes**
- ◆ **Acknowledges**
- ◆ **Exchanges feedback**
- ◆ **Stimulates thinking**
- ◆ **Summarizes**

# ADVISING & DIRECTING

**The true secret of giving advice is,  
after you have honestly given it,  
to be perfectly indifferent  
whether it is taken or not,  
and never persist  
in trying to set people right.**

***Hannah Whitall Smith***

# Definitions

- ◆ ***Advising*** – to give counsel to, offer opinions, suggestions, to make aware
- ◆ ***Directing*** – to manage or take control of, to cause to move in a specific direction or undertake a certain action
- ◆ ***Coaching*** – to train or tutor, to act as a teacher

# QUESTIONING STRATEGIES

**You can tell whether a man is clever  
by his answers.**

**You can tell whether a man is wise  
by his questions.**

***Naguib Mahfouz***

# Questions, Questions and More Questions!

- ◆ *Probing strategies* – promote learning
- ◆ *Limited-choice strategies* – stimulate thinking
- ◆ *Reminding strategies* – ensure understanding of situations
- ◆ *Linking strategies* – bridge thoughts & actions
- ◆ *Leading strategies* – question decisions and actions taken
- ◆ *Open strategies* – create conversations
- ◆ *Closed strategies* – limit discussions

# **GIVING & RECEIVING PERFORMANCE FEEDBACK**

**Feedback is  
the breakfast of champions.**

***Ken Blanchard***

# Giving Feedback

## ◆ When giving feedback:

- Consider the recipient's ability to accept feedback.
- Be clear.
- Emphasize the positive.
- Focus on the behavior, not the person.
- Be specific, use concrete examples.
- Describe behavior that can be changed.
- Describe, don't evaluate.
- Own the feedback.
- Avoid generalizations.
- Give concrete advice.

# Receiving Feedback

## ◆ When receiving feedback:

- Recognize that you are NOT under attack.
- Find the good intention.
- Acknowledge that you heard the person.
- Ask for more (examples, clarity, etc.).
- Add your own perspective.
- Be genuine in your reception.

# **CONSTRUCTIVE CRITICISM & REINFORCING BEHAVIORS**

**Constructive criticism is about finding something good and positive to soften the blow of the real critique of what really went on.**

***Paula Abdul***

# Constructive Criticism

- ◆ Realize that the relationship matters the most.
- ◆ Check on assumptions YOU may be making.
- ◆ Relax and prepare before providing constructive criticism.
- ◆ Communicate the INTENT of the criticism.
- ◆ Clarify expectations of results from criticism.
- ◆ ASK question to ensure understanding.
- ◆ LISTEN to the responses to your questions.
- ◆ Always speak respectfully/professionally.
- ◆ Articulate the POSTIVE as well as the negative.
- ◆ Think about how *you* would like to receive this criticism.

# Reinforcing Behaviors

- ◆ Establish and maintain ground rules.
- ◆ Be a good listener.
- ◆ Be open to different outcomes.
- ◆ Be creative with recommendations, solutions, and ideas.
- ◆ Be concise and clear.
- ◆ Be PATIENT.
- ◆ Be accessible for help and guidance.

# **KEEPING MENTORS & MENTEES MOTIVATED**

**Nobody motivates today's workers. If it doesn't come from within, it doesn't come. Fun helps remove the barriers that allow people to motivate themselves.**

***Herman Cain***

# Motivation Is Structural!

**If capable (1), well-trained (2), people are placed in a setting with clear expectations (3), minimal task interference (4), reinforcing consequences (5), and appropriate feedback (6), then they will be motivated.**

# DEVELOPING WORKABLE ACTION PLANS

**To achieve great things,  
two things are needed;  
a plan, and not quite enough time.**

***Leonard Bernstein***

# A Workable Action Plan:

- ◆ Ensures success by moving us forward
- ◆ Considers three areas for discussion:
  - Where we are now (current situation)?
  - Where we want to be (defined goals)?
  - How we will get there from here (process)?
- ◆ Then addresses the answers with a workable action plan

# A Workable Action Plan Has:

- ◆ An area of focus
- ◆ SMART goals:
  - Specific, Measurable, Achievable, Realistic, Time-framed
- ◆ Knowledge and skills to be shared:
  - What and how?
- ◆ Specific ACTIONS to be taken:
  - What and when?

# IN CLOSING

**The closing of a door can bring blessed privacy and comfort – the opening, terror. Conversely, the closing of a door can be a sad and final thing – the opening, a wonderfully joyous moment.**

***Andy Rooney***

# Questions



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